



## **Reforming Specials recruitment, training and pathways**

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### **Wales four-force collaborative pilot project**



## 1. PROJECT SUMMARY

The pilot projects aims to develop, implement and test a common model of recruitment, training/development and pathways for Special Constables across the four Welsh forces. The project aims to innovate improved 'pathways' for Specials who join the Regulars, achieving a 'one journey' model for progression and development as a Constable. The pilot project also seeks to improve the developmental support and pathways for 'career' Specials. The pilot will deliver an in-depth longitudinal evaluation of the experience and progression of Special Constables in respect of the new model.

## 2. KEY DELIVERABLES

The pilot will develop, implement and test a common model of recruitment, training, development and 'pathways' for Special Constables across the four Welsh forces.

The work will aim to:

- Create a 'one journey' model for those Specials with ambitions to join the Regulars;
- Improve the developmental support and pathways for 'career' Specials;
- Achieve as great a consistency and commonality of policy and practice across the four forces as is possible;
- Explore more imaginative thinking about the early-in-service experience and utilisation of Specials, with greater structured opportunities for community engagement and problem-solving;
- Innovating new models of working with Welsh universities;
- A less compartmentalised model for initial learning and development, with greater integration of initial training and competency development/field-training phases;
- Greater structure and support for field-training, competency development and induction phase;
- Improved engagement in terms of diversity, both in terms of attraction and recruitment, and in terms of experience, retention, contribution and engagement.

## 3. PROJECT RESOURCING/TEAM/COSTINGS

Project Manager: Specials CO Mark Owen, North Wales

The Welsh forces will receive £20,000 of resources to develop and deliver the new models of working. This investment will primarily be utilised to invest in project support and coordination.

The Institute for Public Safety, Crime and Justice will advise on design and development of the new models, and undertake research and evaluation across the project. There is a £20,000 investment from the PTF in the IPSCJ contribution to the project.

## 4. TIMELINE

### November 2017 – February 2018

- Stakeholder engagement across forces regarding strategic direction of the pilot and collaborative working
- Project design and planning
- Recruitment of project coordinator
- Benchmarking data capture
- Stakeholder engagement and assessment of existing models of recruitment and training across forces
- Full evaluation plan in place

### February 2018 – April 2018

- Design of new recruitment, training and pathways
- Pre-pilot measurement of Specials experience (of legacy models)

### May 2018 onwards

- Staged 'go live' of new collaborative models of recruitment, training and pathways across forces

### May 2018 onwards

- Longitudinal study of new Specials, tracking experience and progression through the new models
- Measurement of perceptions and experiences of Specials
- Research into resignations from the Special Constabulary
- Qualitative data capture from project stakeholders and Special Constables regarding the process of implementing new models

### February 2019 – March 2019

- Production of Evaluation Report
- Production of guidance materials based upon learning from the pilot
- Advice on refinement of the Wales model;
- Engagement nationally (across England) to roll out key evidenced elements of the model

(It is likely that this work will continue beyond this initial, PTF funded stage. That will be subject to future regional discussions and identification of future funding).

## 5. EVALUATION PLAN

The detail of the evaluation plan will be developed during the initial design and planning phases (November 2017 to February 2018).

The evaluation will consist of a longitudinal research project, which will follow Specials through the new model and research their experiences, progression and contribution.

## 6. PRODUCT

The pilot project will deliver:

- A new model of recruitment, training, development and 'pathways' which can be engaged and rolled out beyond the Wales context, reflecting the learning from the evaluation process;
- Specifically, a new integrated 'one journey' model for those Specials who have an ambition to join the Regulars;
- Specifically, new approaches to the field training and early practice phase for Special Constables;
- Insight into how to better attract, develop, engage and retain a more diverse Special Constabulary
- A longitudinal study of Specials experience.